

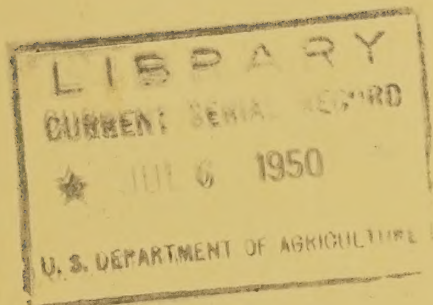
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# CO-OP ELECTRIFICATION ADVISER TRAINING OUTLINE

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## COOPERATION BETWEEN CO-OPS



**REA**

RURAL ELECTRIFICATION ADMINISTRATION

U.S. DEPT. OF AGRICULTURE



# PURPOSES OF THIS OUTLINE

This is one of a series of outlines prepared by REA as an aid in planning and arranging training schools for co-op electrification advisers. Each outline deals with a power use subject or with some aspect of cooperative principles and practice or with a particular method or technique of getting information to people. These are the three principal fields in which electrification advisers need to be skilled. Each booklet contains both suggested subject matter and suggestions as to how the material might be presented, with an indication of a suitable time schedule. The booklet is

thus useful as a guide to committees in charge of training schools, as an aid to the instructors, and as a subject matter manual that may be distributed to participants at the close of a training session for study and future reference. Subjects available or in preparation are listed below by title and number. It is suggested that committees planning such training schools keep in mind the need of training in all three types of subject matter and, insofar as practicable, make use of the outlines in a balanced combination.

## LIST OF SUBJECTS

An ORIENTATION OUTLINE (unnumbered) covers all three fields of information. It is to provide the subject matter for an initial school that will give co-op officials basic background information and an understanding of the nature and scope of the educational job to be done.

NO.	POWER USE SUBJECT	NO.	CO-OP SUBJECT	NO.	METHOD OR TECHNIQUE
1	Farm and home Wiring	100	Value of Co-op	200	Getting News to Members
2	Farm Motors		Membership		(Newsletters and State
3	Water Systems and	101	Integrating Power		Paper Columns)
	Plumbing		Use and Co-op	201	Using the Radio
4	Electric Ranges		Education	202	Co-op Reports and Non-
5	Laundry Equipment	102	The REA Program		periodical Publications
6	Poultry Production		and Co-ops	203	Making Effective Talks
7	Refrigerators, Home	103	The Electric Co-op	204	Demonstration Techniques
	Freezers, Walk-Ins		— What It Is	205	Methods and Results of
8	Small Appliances	104	The Co-op Movement		Adult Education
9	Dairying		— Here and Abroad		
10	Pig Brooding	105	Co-op Bylaws	206	Effective Meetings
11	Farm, Home and	106	Establishing Member		
	School Lighting		Ownership	207	Photography and Motion
12	Farm Shop	107	Assuring Member		Pictures
13	Pump Irrigation		Participation	208	Working with Newspapers
14	Garden Watering	108	Co-op Tax Status	209	Exhibits and displays
15	Electric Hotbeds	109	Annual Meetings	210	Working with Rural Youth
16	Elevating, cleaning	110	Co-op's Place in	211	Working with Community
	and grading farm crops		the Community		Organizations
17	Drying grain, hay, peanuts, etc	111	Cooperation Between Co-ops		
18	Heating, cooling, ventilating				
19	Cleaners, dish washers				
20	Kitchen planning				



## Suggested Program and Procedure

### COOPERATION BETWEEN CO-OPS

Within our free enterprise system there is a place for both competition and cooperation.

One can believe in the function of competition and still find that there is not enough cooperation between co-ops.

The purpose of this outline is to consider the benefits which co-ops and their members may expect from cooperation between their co-ops and the steps for making such cooperation effective.

Suggested Procedure. The following outline shows how this subject might be presented in a one-day program at a co-op electrification adviser training school. The topics would be developed largely through group discussion after brief presentations by persons expert in the various subjects. The outline suggests several devices for stimulating discussion.

Discussion Leader. The day's discussion leader is important to the successful development of this subject. He should be generally familiar not only with co-ops but also with the REA program. He should have had experience in stimulating and guiding group discussions. A cooperative specialist of a college faculty or from the Extension Service or an experienced farm co-op official might make a good leader. Someone in the Statewide organization who has shown special interest in member education is another good possibility. If you cannot locate a suitable person in your State or region, REA may be able to furnish someone to serve as leader.

Program Chairman. No doubt you will have someone to serve as general chairman for your entire conference. This person -- or someone selected to serve only for this particular day's program -- will be of great help to the discussion leader, particularly if he is an old-timer in the cooperative electrification movement.

Subject Matter Outline. Although the subject matter should be developed largely by the group, it is desirable for the leader, as well as the program speakers, to have a prepared subject matter outline as a guide, so as to make sure that no major points are overlooked in the discussion. Such an outline accompanies this suggested program outline. Extra copies of the subject matter outline for all participants can be supplied by REA. In general, it will probably be found that the participants contribute more to the discussion and get more out of the meeting if the subject matter outline is mailed to them some days in advance of the meeting.

## CONFIDENTIAL - SECURITY INFORMATION

It is the policy of the Department of Defense to ensure that all personnel have access to the information necessary to perform their duties.

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Suggested Program and Procedure (Cont.)

COOPERATION BETWEEN CO-OPS

Morning Session

<u>Time</u>	<u>Topic</u>	<u>Speaker or Leader</u>
9:00	Opening Remarks: Statement of purpose of session and introduction of participants.	Chairman.
9:15	Talk: <u>"Why Is Cooperation between Co-ops Important?"</u>  This first talk should be limited to not more than 30 minutes and should be followed by a period for questions from the floor.	Prominent guest speaker with experience in cooperatives.
10:00	Symposium: <u>"Do You Know the Co-ops in Your Area?"</u>  In presenting this topic the Discussion Leader briefly describes the essential differences between producers (marketing) co-ops and consumers (purchasing or service) co-ops, indicating their relative strength and distribution.  Each speaker presents in not more than 10 minutes a description of his co-op, what it is, how it works, and what it does.  Prior to the Symposium copies of a list of types of co-ops should be distributed to everyone present. These may also be listed on a black-board or large poster.  This presentation may be effectively accompanied by an exhibit (e.g. large map of state or area, bordered by pictures of buildings or activities of existing co-ops, tied to the map locations with ribbons), which could be examined by participants during the recess.	Conducted by Discussion Leader; presentations by from 3 to 6 representatives of the principal types of cooperatives (other than REA) in the area.
11:00	Recess.	



Suggested Program and Procedure (Cont.)

<u>Time</u>	<u>Topic</u>	<u>Speaker or Leader</u>
11:15	Work Session: <u>"Inventory of Co-ops."</u>  Participants divide into not more than 6 groups on a geographic basis and meet in separate rooms or separate parts of main hall to discuss the various kinds of co-ops and to compile lists of existing co-ops in their own areas as well as possible new co-ops which they think might be useful. An evaluation of these co-ops (their size, effectiveness, extent of membership identical with that of electric co-ops) may be attempted if time permits.	Group leaders and secretaries appointed by Chairman or chosen within each group.
12:00	Recess for lunch.	
Afternoon Session		
1:30	Reports of group leaders on findings of the Work Session.  Summary of reports (significance of the findings and integration of the list).	Group leaders.  Discussion Leader.
2:00	Panel Discussion: <u>"Who Shares Interest in Developing Cooperation between Co-ops?"</u>  Four viewpoints by speakers who use not more than 5 minutes each. This is followed by floor discussion.	Co-op member Co-op director Co-op manager Co-op electrification adviser.
2:30	Group Discussion: <u>"In What Ways Can Co-ops Cooperate?"</u>  Using the questions in the check list as a basis for discussion, participants should be encouraged to cite good and bad examples out of their own experience.	Discussion Leader.



Suggested Program and Procedure (Cont.)

<u>Time</u>	<u>Topic</u>	<u>Speaker or Leader</u>
3:00	Talk: <u>"Where and How Do We Start?"</u>  This should tie together the main ideas brought forth in the previous discussion and provide preparation for the Work Session to follow.	Experienced cooperative specialist or head of a cooperative council or federation in the area.
3:15	Recess.	
3:30	Work Session: <u>"A Project for Pratical Cooperation between Co-ops."</u>  Participants form groups of from 5 to 7 and meet in separate rooms or separate parts of the main hall. To secure different groups from those which were formed at the morning session, the Chairman or Discussion Leader can have participants "count off" by the number of groups desired; "1's" then constitute one group, the "2's" another, etc. Project topics may be assigned by the Chairman or Discussion Leader or may be chosen by each group from a prepared list.  Each group works out a specific proposal in as much detail as possible.	Group leaders and secretaries appointed by Chairman or chosen within each group.
4:30	Reports of group leaders on findings of the Work Session.  Group discussion of reports.	Discussion Leader.
5:00	Review and summary.  Note: The Chairman or Discussion Leader should collect the group reports and should arrange for a summary of them to be sent to each participating co-op for consideration and possible action.	Chairman.
5:15	Adjourn.	

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END OF PROGRAM. SUGGESTED SUBJECT MATTER OUTLINE FOLLOWS.



Suggested Subject Matter Outline

COOPERATION BETWEEN CO-OPS

The following specific subject matter suggestions are intended as a check list to aid in a well-rounded discussion of the subject.

Topic I. "Why Is Cooperation between Co-ops Important?"

A. Farmers have found that cooperation pays.

1. Rural people find cooperation a natural and easy way to accomplish any undertaking that is too difficult for them as individuals.
2. Cooperative principles of open membership, one vote per member and nonprofit service for themselves are principles which farmers have applied successfully to many needs.
3. Just as farmers have learned that by working together in a co-op they can do things which could not be done by informal cooperation with just a few neighbors, so they are learning that cooperation between co-ops can help each participating co-op do a better job and develop stronger member and community support.
4. The powerful anti-co-op propaganda of some special interest groups holds a threat to co-ops, in all fields, and co-op leaders are becoming aware that "unless co-ops hang together they may eventually hang alone."
5. Co-ops exist in a competitive economy. If they want to hold their own against the ever-growing concentration of big business, they must cooperate with each other. This is the only way to retain their independence -- by voluntary interdependence. Standing alone, a co-op has little chance to escape being squeezed out or eventually absorbed by a large commercial corporation.

B. How well do co-ops cooperate now?

1. Co-ops of the same type (e.g. electric co-ops) cooperate more readily because they share essentially the same problems. They know that they can benefit from an exchange of experiences and by working together. Therefore, many of them are associated on a state, regional or national basis.



Suggested Subject Matter (Cont.)

- a. Examples of national associations:
    - (1) National Rural Electric Cooperative Association (NRECA);
    - (2) National Council of Farmer Cooperatives;
    - (3) National Association of Cooperatives;
    - (4) The Cooperative League of the U.S.A.
  - b. Examples of regional associations:
    - (1) Dairyland Power Cooperative;
    - (2) Federated purchasing co-ops, such as Southern States Cooperative, Grange-League Federation (GLF), Consumers Cooperative Association (CCA), Central Cooperative Wholesale (CCW);
    - (3) Marketing federations, such as American Cotton Cooperative Association, Dairymen's League Cooperative Association, Eastern Dark Fired Tobacco Growers Association.
  - c. Examples of state associations:
    - (1) State associations of electric co-ops;
    - (2) State councils of farmer co-ops;
    - (3) Marketing associations, such as California Fruit Growers Exchange, Utah Poultry Producers Cooperative Association, Texas Livestock Marketing Association;
    - (4) Purchasing associations, such as Ohio Farm Bureau Cooperative Association, Mississippi Federated Cooperatives, Missouri Farmers Association, Farmers Union Central Exchange.
2. Co-ops of different types have not cooperated much in the past. In fact, there are cases where an attack on one type of co-op was actually supported by another type of co-op. Some electric co-op leaders have been unfriendly toward other co-ops. And some farm co-op leaders have looked askance at electric co-ops as being outside the co-op family.

One good thing has come out of the attacks on co-ops by the so-called National Tax Equality Association (NTEA) and its affiliates. That is a growing awareness by all co-ops that cooperation between co-ops is necessary for the protection and security of all co-ops.

The NTEA policy of "divide and conquer" does not take so well any more. For example, the electric co-ops now know that the commercial power companies were among the chief contributors to anti-co-op propaganda funds. Co-op leaders also realize that many farmers are members of several different co-ops and that these farmers' interests are served best by cooperation between their co-ops.



Suggested Subject Matter (Cont.)

3. Signs of growing cooperation between co-ops are evident at the national, state and local levels.

Nationally, the three major farm organizations (Grange, Farm Bureau and Farmers Union) and the major national and regional co-op associations are defending the co-op movement against unfair attacks and against proposed legislation that would hurt co-op growth. Also, the American Institute of Cooperation and the Cooperative League have been sponsoring across-the-board meetings of leaders of all types of co-ops to discuss, understand and work together on their common problems.

Some state cooperative councils and some state agricultural colleges are also sponsoring get-acquainted meetings among the different co-ops in a state. Joint clinics on co-op management, member education and community relations problems enable co-op leaders to learn from each other and to discover ways in which their co-ops can work together for the benefit of each.

But cooperation at the grass roots, at the county or district level, while potentially the most fruitful, has so far been developed least. In a few rural districts, co-ops of different types have set up area councils with an education director employed jointly to do an over-all co-op education and community relations job. In addition, each co-op carries on its own member education program. In other areas, co-op boards and managers have occasional joint meetings to learn more about the activities of the other co-ops to which many of their members also belong. More frequently, a co-op invites leaders of other co-ops to say a few words at its annual meeting.

C. Obstacles to cooperation between co-ops.

1. Active competition.

Examples:

- a. Two dairy co-ops competing for the same milk route;
- b. Two electric co-ops building lines into each other's territory;
- c. A marketing co-op going into the handling of farm supplies in competition with an already existing farm supply co-op in the area.

Such overlapping or duplication of service creates distrust and enmity between co-ops, is usually costly and wasteful, and thus is a disservice to the people whom the co-ops were organized to help.



Suggested Subject Matter (Cont.)

2. Leaders lack belief in co-op principles.

Some co-op managers and directors are themselves not convinced cooperators and run their co-op just like a commercial profit enterprise. They act as if they alone and not the members owned the co-op business, and they feel apologetic toward the business community about the fact that the business is a co-op. Naturally, such a co-op will not cooperate with other co-ops until the attitude of the leaders is changed.

3. Co-op leaders are uninformed about other co-ops.

Some co-op managers and directors are new in the co-op movement and know only the type of co-op with which they are connected. Their apathy about other co-ops is due to their lack of knowledge about the various types of co-ops to which farmers -- and perhaps their own neighbors and fellow members -- belong.

D. Benefits of inter-co-op cooperation.

1. Established co-ops gain:

- a. Greater security through mutual protection and joint action at the local, state and national levels;
- b. Better community acceptance through a coordinated community relations program;
- c. Improved management through exchange of ideas, problems and experience;
- d. Greater likelihood of avoiding wasteful competition or uneconomical duplication of services;
- e. Better member understanding and more active member support through correlated education activities.

2. New co-ops gain:

- a. Advantage of experienced co-op leadership from the start, such as an electric co-op helping a telephone co-op get started;
- b. A more fertile ground on which to grow, because of education programs carried on by the other co-op with the same farm people;
- c. As well as the benefits listed above for established co-ops.

3. Farm people gain:

- a. By learning about the various co-op services actually or potentially available to them in the area;
- b. By making use of these different co-op services as much as possible;
- c. By applying their co-op knowledge and experience gained in one co-op to making all co-ops in the area successful;



Suggested Subject Matter (Cont.)

- d. By better farm living resulting from the nonprofit service provided by these co-ops.
- E. How to get inter-co-op cooperation started.
  1. Find out what other co-ops are in your area.
  2. Get acquainted with them, starting with the one next door.
  3. Encourage get-togethers of their boards and managers.
  4. Learn what you can from other co-ops that might be helpful to your co-op.
  5. Explore ways in which your co-op can be helpful to other co-ops in the area.

Topic II. "Inventory of Co-ops."

A. Kinds of co-ops.

1. There are few economic needs which groups of people have in common that have not been met somewhere through cooperative action. Co-ops can be classified in various ways. The following classification is based on whether a co-op's main purpose is to serve the consumer needs of its members or to market its members' products.
  - a. Consumer co-ops have the purpose of supplying their members with goods or services for their own use. A farmer's motive in joining such a co-op is to get goods or services at a low price.
  - b. Marketing co-ops have the purpose of selling their members' products. A farmer's motive in joining such a co-op is to get a better price for his crops.

However, some co-ops of the consumer type also engage in marketing to some extent. And many marketing co-ops, in addition to furnishing storing, grading and processing services, supply their members with goods and services needed in the business of farming.

2. A partial list of the kinds of co-ops by which rural people serve themselves includes the following:
  - a. Consumer co-ops.



Suggested Subject Matter (Cont.)

(1) Providing goods.

Farm supplies (feed, fertilizer, seeds, tools)  
Groceries  
Petroleum products and automotive supplies  
General merchandise (dry goods, hardware).

(2) Providing services.

Animal breeding  
Burial  
Credit  
Electric power  
Farm equipment  
Freezer locker  
Insurance  
Irrigation  
Medical care and hospitalization  
Telephone  
Transportation.

b. Marketing co-ops.

Cotton  
Dairy products  
Fruit and vegetables  
Grain  
Livestock  
Nuts  
Oilseeds  
Poultry products  
Seeds  
Special crops (hay, honey, maple products, sugar beets,  
sugar cane, tobacco)  
Wool and mohair.

B. Distribution of co-ops.

In the United States cooperative marketing, purchasing and service associations are found in all of the 48 States. There is hardly a county in all the important agricultural areas where the services of a co-op of one type or another is not available. Probably more than half of the farmers of this Nation are now associated with one or more co-ops, and farm families are more and more conscious of multiple membership in cooperatives and in overlapping as well as gaps in cooperative services which are presently available.

C. Evaluation of co-op effectiveness.

In evaluating the effectiveness of co-op development in a rural area, questions like the following might be explored:



Suggested Subject Matter (Cont.)

1. Does the co-op serve all the people in the area who might benefit from it? If not, should it be expanded or should one or more similar co-ops be developed elsewhere in the area?
2. Is the co-op's service satisfactory or could it be improved, and could the members be served better by improving the existing facilities or by adding other related services?
3. Are any of the co-ops in the area competing between themselves for members or patronage?
4. Would the various co-ops in the area be strengthened by setting up an area co-op council for coordination of their education and community relations activities?
5. How well are the needs of the farm people in the area covered by existing co-ops? Does there seem to be a need for one or more additional types of co-ops to provide an essential service now available only at excessive cost or not at all?

Topic III. "Who Shares Interest in Developing Cooperation between Co-ops?"

The extent of cooperation between co-ops depends on the attitudes and actions of the people which make up the co-ops -- the members, the directors, the manager and his staff. If anyone of these groups is antagonistic to such cooperation, the efforts of the others may be largely nullified. If each does its part, gratifying results will be assured.

A. How members can help.

Ultimately it is, of course, the members who decide whether their own co-op will ignore, oppose, compete with or cooperate with other co-ops. Members can strengthen their own and other co-ops and serve their own needs better at the same time by:

1. Getting acquainted with other co-ops which offer various services in their area;
2. Joining other co-ops which offer services they can use to advantage;
3. Finding out which of their unfilled economic needs could be provided by cooperative organization;



Suggested Subject Matter (Cont.)

4. Refusing to pass on rumors and unfounded criticism of other co-ops;
5. Letting their board and manager know that they favor cooperation between their and other co-ops.

B. How directors can help.

Since directors are usually in a position to have at hand a wider knowledge about cooperatives and about relations between their own co-op and others, they have a special responsibility for:

1. Getting acquainted with other co-op leaders in the area;
2. Visiting other cooperative enterprises in their area in order to exchange ideas which might be mutually useful;
3. Promoting the establishment of an area council or federation of cooperatives where this is found practical;
4. Instructing their manager to take all possible steps to cooperate with other co-ops;
5. Encouraging a friendly attitude among the members toward other co-ops;
6. Cooperating with other co-ops statewide, regionally and nationally.

C. How managers can help.

As the co-op's full-time executive, the manager is the keyman whose attitude largely determines the success of any cooperative efforts. It is his job not only to carry out the board's wishes but also to act as adviser to the board. He can see to it that:

1. Friendly relations are established with the other co-ops in the area;
2. The board is fully advised on ways in which the co-op can cooperate with other co-ops;
3. The board's wishes in the matter are carried out;
4. The co-op staff is informed of the board's policy toward other co-ops;



Suggested Subject Matter (Cont.)

5. The electrification adviser is given full support in developing good co-op relations;
6. Joint use contracts with telephone co-ops are given favorable consideration;
7. The co-op joins with other co-ops in developing mutually beneficial projects for member education, personnel training, disaster aid, etc.

D. How electrification advisers can help.

Previous experience and special training which education or electrification advisers have and their close relations with the education committee of the co-op give them particular advantages in aiding the exchange of cooperative information and in stimulating interest in the use of cooperative services and products. Special projects which might be undertaken by advisers in carrying out these aims include:

1. A cooperative resources inventory of the area in order to give membership, directors, and the manager adequate information on the various co-op services available in the area from which electric co-op members might benefit;
2. A "get acquainted" picnic, party, or other social event for the officials or personnel of various co-ops in the area;
3. A display for an annual meeting, a special circular for the members, or a series of articles in the co-op's newsletter which would describe the operations and facilities of the various co-ops;
4. Joint sponsorship of an essay contest for young people ("Co-ops in Our Area," "Our Co-ops and Our Community");
5. A compilation of specific acts of cooperation between co-ops which can serve as examples.

Topic IV. "In What Ways Can Co-ops Cooperate?"

The following series of questions provides a partial checklist for use by co-op management as a guide to self-appraisal and to further planning of cooperation with other co-ops.

A. Cooperation among electric co-ops.



Suggested Subject Matter (Cont.)

1. Are boundary agreements reached and kept?
2. Is provision made for serving the thin "in-between" sections?
3. Have mutual problems been explored?
4. Is there an exchange of ideas and experiences by management?
5. Is help extended in emergencies?
6. Is there cooperation on power problems?
7. Are educational efforts correlated?
8. Is employee training correlated?
9. Does board and management keep informed on trends and developments affecting other co-ops as well as their own co-op?
10. To what extent does co-op work with other electric co-ops over the state and nation in the solution of mutual problems?
11. Does management work with joint planning committees?

B. Cooperation between electric and other co-ops.

1. Relations with telephone co-ops.

Here is a rare opportunity for electric co-ops to apply their co-op experience and their knowledge of the REA program to helping their members and their neighbors apply the co-op method to another important need of rural people.

- a. Does electric co-op promote organization of telephone co-ops where there is need for such?
- b. Does it offer its facilities for meetings and for reaching the rural people?
- c. Does it promote joint use of poles or lines as feasible?

2. Relations with other rural co-ops.

- a. Does co-op patronize other co-ops when practical?
- b. Are friendly contacts established with other co-ops?
- c. Is co-op represented at annual meetings of other co-ops and vice versa?
- d. Do co-op leaders have inter-co-op get-acquainted meetings?
- e. Does newsletter give space to news about other co-ops?
- f. Does co-op join with other co-ops in community relations programs to combat anti-co-op propaganda?
- g. Is co-op represented in an area co-op council?

Topic V. "Where and How Do We Start?"

1. Start in your own co-op, with your own people. Co-op management has the task to work for a spirit of understanding and friendly



Suggested Subject Matter (Cont.)

cooperation within the co-op -- between members and the directors they have elected, between directors and the manager they employ, between the manager and the employees he has hired, between the employees and the members they serve.

2. When there is co-op understanding, and a recognition of the value of cooperation with other co-ops, find out what other co-ops are in the area and get acquainted with their leadership.
3. Look for opportunities of being of service to other co-ops and work with them on matters of common interest and benefit.
4. Help the other co-ops to get their story before your members (through newsletter stories, talks, etc.) and let them help you get your co-op story before their members.
5. Join hands with other co-ops in building good community relations and gaining the respect and support of the civic and business community.

Topic VI. "A Project for Practical Cooperation between Co-ops."

Here are a few samples of possible project topics:

1. Helping a rural telephone co-op get started.
2. Steps in getting an area co-op council organized and functioning.
3. Practical ways of utilizing annual meetings for promoting cooperation between co-ops.
4. How to plan and make a survey of co-ops in an area.
5. Program for a joint committee to combat anti-co-op propaganda in the area.
6. A joint co-op program for building good community relations.

Other suitable topics may become apparent as a result of the day's talks and discussions.

Selected Bibliography (available through REA)

For Topic I:

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Talk by Assistant Secretary of Agriculture Knox T. Hutchinson at the Co-op Workshop, Farm Credit Administration, U.S. Department of Agriculture, Washington, D.C., December 13, 1949.

"Why Co-ops Should Cooperate," Rural Electrification News, REA, June-July 1947, p. 2.

For Topic II:

"Agricultural Cooperation in the United States, Ward W. Fetrow and R. H. Elsworth, Farm Credit Administration, U.S. Department of Agriculture, Washington, D.C., April 1947.

"Agricultural Cooperatives in the Postwar Period," U.S. Department of Agriculture, Washington, D.C., July 1945.

For Topics IV and VI:

"Co-ops Cooperate," Rural Electrification News, REA, Dec. 1949-Jan. 1950, p. 20.

"When Co-ops Cooperate," Rural Electrification News, REA, Feb.-March 1949, p. 10.

"Room for One More," Rural Electrification News, REA, Aug. 1946, p. 14.

"When Systems Meet," Rural Electrification News, REA, Jan. 1946, p. 8.

For Topic V:

"Farmer Cooperatives: A Guide for Youth," Gordon H. Ward, Virginia Agricultural Extension Service, February 1949 (pp. 24-27).



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